

**BOARD APPROVED MINUTES
BOARD OF DIRECTORS MEETING**

Wednesday, January 23, 2019

11:00 am to 4:30 pm

**Ajax-Pickering Room, Central East LHIN, Whitby Branch
920 Champlain Ct, Whitby ON, L1N 6K9**

- Directors Present:** Mr. Louis O'Brien (Chair)
Ms. Amorell Saunders N'Daw (Vice Chair)
Ms. Bonnie St. George (Acting Vice Chair)
Ms. Elaine Aimone (Member)
Ms. Aileen Ashman (Member) via teleconference
Mr. David Barlow (Member)
Mr. Patrick Connolly (Member)
Ms. Debbie Doherty (Member)
Mr. Michael Nettleton (Member)
Mr. Glenn Rogers (Member)
- Director Regrets:** Mr. S. Gopikrishna (Member)
- Guests:** Mr. Randy Filinski (Co-Chair, Patient and Family Advisory Committee)
Ms. Elizabeth Buller (Chief Executive Officer, Scarborough Health Network)
Dr. Dick Zoutman (Chief of Staff, Scarborough Health Network)
Ms. Linda Calhoun (Vice President, Clinical Programs and Chief Nursing Executive)
- Staff Present:** Mr. Stewart Sutley (Interim Chief Executive Officer)
Ms. Lisa Burden (Vice President, Home and Community Care)
Ms. Shelley Dagherne (Vice President, Finance and Corporate Services)
Ms. Tunde Igli (Interim Vice President, Health System Strategy, Integration, Planning and Performance)
Mr. Marco Aguila (Vice President, Human Resources and Organizational Development)
Ms. Katie Cronin-Wood (Director, Strategic Communications and Stakeholder Relations)
Ms. Karen O'Brien (Manager, Community Engagement and Outreach)
Ms. Sheila Stirling (Interim Executive Coordinator/ Senior Human Resources Coordinator)

Ms. Sueanne Balgobin (Governance Coordinator)
Ms. Vinitha Navarathinam (Governance Administrative Assistant/ Senior Human Resources Assistant, Minutes Recorder)

Mr. Louis O'Brien, Chair of the Central East Local Health Integration Network (the "Central East LHIN") Board of Directors, chaired the meeting.

1.1 MEETING CALLED TO ORDER

Mr. O'Brien called the meeting to order at 11:00 AM and welcomed the members of the public to the Central East LHIN open Board meeting.

Constitution of Meeting and Quorum

Notice of the meeting having been properly given to the public and to each Board member, and a quorum of Board members being present at the meeting, Mr. O'Brien declared the meeting duly constituted for the transaction of business.

1.2 PATIENT STORY

Ms. Katie Cronin-Wood, Director, Strategic Communications and Stakeholder Relations, welcomed Mr. Randy Filinski, Co-Chair of the Central East LHIN Patient and Family Advisory Committee, who provided a summary of the patient and caregiver stories from 2017-2018 and key messages from the patient stories.

Mr. Filinski highlighted the following key focus areas for 2019-2020 stories:

- Community- based care and support
- Transitions across healthcare sectors
- Self-care/self-management
- Adolescent/maternal care
- Indigenous healthcare needs
- Digital health usage in personalized care
- Health equity by service providers

Mr. Filinski facilitated a discussion and the feedback provided by members of the Board included the following areas of interest for future stories:

- Stories from patients and primary care physician's perspective
- Cross-LHIN experiences
- Peer support experiences

- Adolescent and Maternal care – how the system handles that within the Central East LHIN
- Long-Term Care capacity
- Health Literacy and integrated services (i.e., 211Toronto)
- Pan-LHIN Strategy
- Navigation through the health care system

2.1 DECLARATION OF CONFLICTS OF INTEREST

Mr. O'Brien requested that those in attendance declare any conflicts of interest. There were no declarations of conflicts of interest by Board members.

2.2 CONSENT AGENDA

Prior to introducing the motion, Mr. O'Brien asked if there were any items on the consent agenda requiring further discussion.

MOTION: By Mr. Nettleton
Be it resolved that the consent agenda of the January 23, 2019 meeting of the Central East LHIN Board of Directors be approved.
Included are the following items for approval:

- Approval of the Agenda
- Approval of the Minutes for December 19, 2018; Minutes for January 9, 2019, as amended
- Chair's Report to the Board

SECONDED: Mr. Connolly

MOTION CARRIED

4.1 BUSINESS ARISING FROM THE LAST MEETING OF DECEMBER 19, 2018

Mr. O'Brien asked for any business arising from the last Board meeting on December 19, 2018.

There were no items of business arising raised by members of the Board.

5.1 MENTAL HEALTH AND ADDICTIONS – COORDINATED ACCESS PROCESS UPDATE

Mr. Sutley addressed the Board regarding an update on the Mental Health and Addictions services and noted that staff and stakeholders are continuing to develop a comprehensive plan for a Coordinated Access Model. Mr. Sutley reported on the meetings with the Mental Health and Addictions Executive Committee held on December 18, 2018 and January 10, 2019. It was indicated that a comprehensive implementation plan will be coming forward to the Board at the March 27, 2019 meeting.

5.2 CEO HIGHLIGHTS

Mr. Sutley presented the CEO highlights for review and questions.

5.3 REPORT OF THE AUDIT AND FINANCE COMMITTEE MEETING

Mr. Patrick Connolly, Chair, Audit and Finance Committee, provided a report on the business tabled at the January 16, 2018 meeting of the Audit and Finance Committee. It was noted that the Committee met with the Auditors, Deloitte & Touche LLP, to review the 2018-2019 Audit Plan. Mr. Connolly indicated that the Auditors will be on site the week of April 23, 2019 and the audited financial statements will be reviewed by the Audit and Finance Committee at the May 15, 2019 Committee meeting.

Mr. Connolly tabled the following four pre-capital submissions for the Board's approval:

MOTION: By Mr. Barlow
Be it resolved that the Central East Local Health Integration Network Board of Directors endorses Part A (program and service elements) of the Scarborough Health Network General Campus Diagnostic Imaging Redevelopment project Stage 2 submission.

Be it further resolved that the Central East Local Health Integration Network Board of Directors directs staff to prepare a letter to the Ministry of Health and Long-Term Care acknowledging endorsement of Part A of the Stage 2 submission.

SECONDED: Mr. Connolly

MOTION CARRIED

MOTION: By Mr. Connolly
Be it resolved that the Central East Local Health Integration Network Board of Directors endorses the program and service elements (Part A)

of the Lakeridge Health, Oshawa Site Emergency Department Triage Renovation, Pre-Capital Submission.

Be it further resolved that the Central East Local Health Integration Network Board of Directors directs staff to prepare a letter to the Ministry of Health and Long-Term Care acknowledging endorsement of the submission.

SECONDED: Ms. Doherty

MOTION CARRIED

MOTION: By Mr. Connolly

Be it resolved that the Central East Local Health Integration Network Board of Directors endorses the program and service elements (Part A) of the Quad Patient Room Conversion, Pre-Capital Submission from Ontario Shores Centre for Mental Health Sciences.

Be it further resolved that the Central East Local Health Integration Network Board of Directors directs staff to prepare a letter to the Ministry of Health and Long-Term Care acknowledging endorsement of the Part A submission.

SECONDED: Ms. St. George

MOTION CARRIED

MOTION: By Mr. Connolly

Be it resolved that the Central East Local Health Integration Network Board of Directors endorses the Chinese Family Services of Ontario's Branch Relocation submission under the Ministry of Health and Long-Term Care's Community Health Capital Program.

Be it further resolved that the Central East Local Health Integration Network Board of Directors directs staff to prepare a letter to the Ministry of Health and Long-Term Care acknowledging endorsement of the submission.

SECONDED: Mr. Doherty

MOTION CARRIED

MOTION: By Mr. Connolly
Be it resolved that the Committee Chair's report of the January 16th 2019 Audit and Finance Committee meeting be received by the Central East LHIN Board of Directors.

SECONDED: Mr. Nettleton

MOTION CARRIED

Mr. Connolly left the meeting at this time.

5.4 2019-22 INTERGRATED HEALTH SERVICE PLAN

Mr. Sutley presented the 2019-2022 Central East LHIN Integrated Health Service Plan (IHSP 5). It was noted that the foundation for IHSP 5 is the Quadruple Aim approach, which focuses on enhancing the patient experience, improving population health, reducing costs and improving provider well-being as the basis for improving health outcomes. The IHSP 5 has two overarching, interdependent strategic priorities. The first strategic priority is to transform specific areas of clinical care services delivery across the local health care system to better meet patient-centric quality and performance standards. The second strategic priority is to address community-specific health needs through the operationalization of accountable care planning tables at the sub-regional level. Mr. Sutley indicated that in developing the IHSP 5, the LHINs identified the following six imperatives that all LHINs are committed to working towards over the next three years, while keeping in mind the five areas of focus for the government including hospital overcrowding, mental health and addictions, long-term care, home care and capacity planning:

- Improve the patient experience;
- Address health inequities by focusing on population health;
- Reduce the burden of disease and chronic illness;
- Build and foster healthy communities through integrated care closer to home;
- Drive innovation through sustainable new models of care and digital solutions; and
- Drive efficiency and effectiveness.

It was reported that the draft 2019/20 Annual Business Plan (ABP) was submitted to the Ministry of Health and Long-Term Care (MOHLTC) on December 31, 2018 and staff are expected to receive feedback from the Ministry by January 31, 2019. The final 2019/20 ABP will be brought forward at the February 27, 2019 Board meeting and is expected to be launched on April 1, 2019.

MOTION: By Mr. Barlow
Be it resolved that the Central East LHIN Board of Directors approve the final Ministry approved 2019-22 Integrated Health Service Plan for submission to the Ministry of Health and Long Term Care and;

Be it further resolved that the Central East LHIN Board of Directors direct staff to share the final 2019-22 Integrated Health Service Plan with stakeholders at upcoming Stakeholder Engagement Tables.

SECONDED: Ms. Doherty

MOTION CARRIED

5.5 2019-20 SERVICE ACCOUNTABILITY AGREEMENT TEMPLATES

Ms. Tunde Igli, Interim Vice President, Health System Strategy, Integration, Planning and Performance, provided an update on the Service Accountability Agreements and highlighted any changes made to the agreement templates. The following recommendations were tabled for the Board's approval:

MOTION: By Ms. Ashman
Be it resolved that the proposed Long-Term Care Home Service Accountability Agreement April 1, 2019 to March 31, 2022 template, to be made as of April 1, 2019, be approved as presented to the Board to replace the current Long-Term Care Home Service Accountability Agreement April 1, 2018 to March 31, 2019 template.

SECONDED: Ms. Saunders N'Daw

MOTION CARRIED

MOTION: By Ms. Saunders N'Daw
Be it resolved that the proposed Long-Term Care Home Service Accountability Agreement-Multi-Homes April 1, 2019 to March 31, 2022 template, to be made as of April 1, 2019, be approved as presented to the Board to replace the current Long-Term Care Home Service Accountability Agreement-Multi-Homes April 1, 2018 to March 31, 2019 template.

SECONDED: Mr. Rogers

MOTION CARRIED

MOTION: By Ms. St. George
Be it resolved that the proposed Multi-Sector Service Accountability April 1, 2019 to March 31, 2022 template, to be made as of April 1, 2019, be approved as presented to the Board to replace the current Multi-Sector Service Accountability Agreement-Multi-Homes April 1, 2018 to March 31, 2019 template.

SECONDED: Mr. Barlow

MOTION CARRIED

MOTION: By Ms. Doherty
Be it resolved that the proposed Hospital Service Accountability Agreement for 2018-20 Amending Agreement template for the period from April 1, 2019 to March 31, 2019, to be made as of April 1, 2019, be approved as presented to the Board.

Once two-third (i.e., 10) of the LHIN Boards of Directors have approved the recommended template agreements, they become binding on all LHINs, which will use the approved template and associated schedules to negotiate with their respective HSPs.

SECONDED: Mr. Rogers

MOTION CARRIED

5.6 SCARBOROUGH HEALTH NETWORK: CLINICAL SERVICE PLANNING UPDATE

Ms. Elizabeth Buller, Chief Executive Officer at Scarborough Health Network (SHN) was welcomed by Mr. O'Brien to present an update on the women and children's program at SHN. Ms. Buller introduced her colleagues, Dr. Dick Zoutman, Chief of Staff, and Ms. Linda Calhoun, Vice President, Clinical Programs and Chief Nursing Executive, who provided an overview of the clinical service review. Ms. Calhoun provided an overview of the process timelines and engagement activities involving stakeholders from across all three SHN sites. It was noted that the following guiding principles were used for the development of the future state model and aligns with other SHN initiatives, including The Scarborough/ West Durham Panel Report, the Strategic Plan and the Master Planning:

- A commitment to high-quality and safe patient care;
- An ongoing commitment to SHN's newly established vision statement, *Canada's leading community teaching health network – transforming your*

health experience, and value statements, *Compassionate, Inclusive, Courageous, Innovative*;

- An ongoing commitment to integration of services and improving services through collaboration, accessibility, sustainability and excellence;
- Acknowledgement that change is needed and has been a long time coming; there is no appetite for the status quo that is unsustainable, it is time for decision and action;
- A commitment to continue active community engagement and participation in system redesign;
- A commitment to working with each other as well as advancing broader health system transformation;
- A commitment to maintain alignment with the Master Planning activities currently underway; and
- An acknowledgement of the significant change management challenges and a commitment to leverage our shared cultures of continuous improvement to mitigate risks that threaten timely and effective implementation of integration opportunities.

Members of the Board thanked Ms. Buller, Dr. Zoutman and Ms. Calhoun for the presentation on the progress made to date.

7.0 MOVED INTO CLOSED SESSION

MOTION: By Ms. Saunders N'Daw

Be it resolved that the Board of Directors move into closed session, pursuant to Section 9, subsection 5 of the Local Health System Integration Act (LHSIA) to:

- √ consider a matter that concerns personal or public interest
- √ consider a matter that would prejudice legal proceedings;
- and
- √ consider a personnel matter

and that the following Central East LHIN staff, Stewart Sutley, Lisa Burden, Shelley Dagherne, Katie Cronin-Wood, Karen O'Brien, Marco Aguila, Tunde Igli, Sheila Stirling, Sueanne Balgobin, Vinitha Navarathinam and Scarborough Health Network Chief Executive Officer, Elizabeth Buller, Dick Zoutman and Linda Calhoun join the Board in the closed session.

SECONDED: Mr. Barlow

MOTION CARRIED

11.1 REPORT ON CLOSED SESSION

Upon reconvening to the open session, Mr. O'Brien reported that during the in-camera session the Board discussed details pertaining to personnel, consider a matter concerning personal or public interest and matters that could prejudice legal proceedings.

MOTION: By Ms. Saunders N'Daw
Be it resolved that the Chair's report of the January 23, 2019 closed session be received and approved, and further that there will be follow up on the actions discussed.

SECONDED: Mr. Rogers

MOTION CARRIED

11.2 MOTION OF TERMINATION

MOTION: By Ms. Saunders N'Daw
Be it resolved that the January 23, 2019 Central East LHIN Board meeting be terminated.

SECONDED: Mr. Barlow

MOTION CARRIED

The meeting was terminated at 4:45 pm.

ORIGINAL SIGNED BY

Mr. Louis O'Brien
Chair, Central East LHIN

ORIGINAL SIGNED BY

Stewart Sutley
Interim Chief Executive Officer
Board Secretary